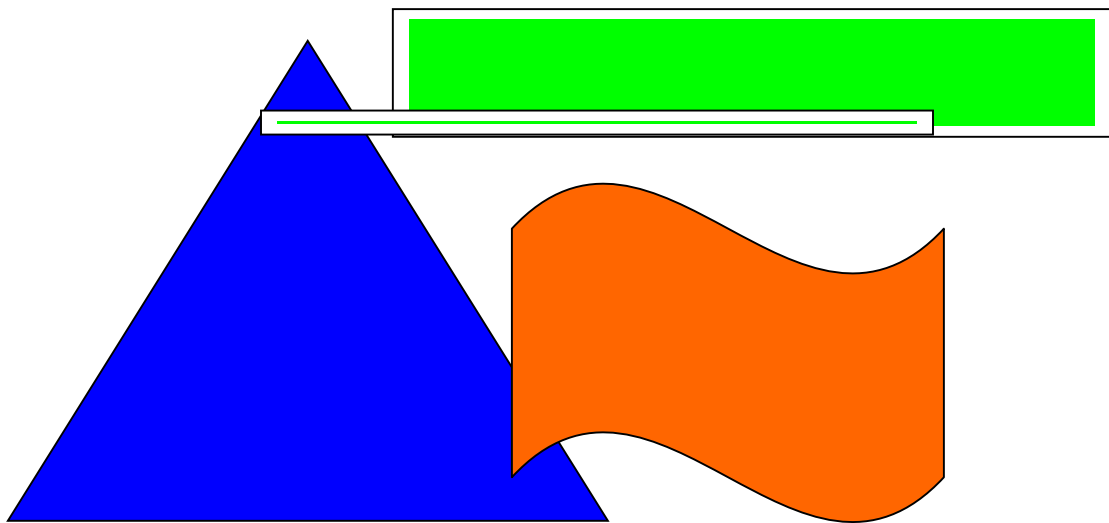


# *SYNERGY GLOBAL RESOURCES* *MENTORING SERVICES*

*PERFORMANCE – VALUE – FLEXIBILITY*



# MENTORING FUNDAMENTALS

## OVERVIEW OF MENTORING: WHAT IS MENTORING?

Mentoring is a partnership between two people which supports a personal and professional development strategy. Mentoring is a term generally used to describe a relationship between a less experienced individual, called a mentee, and a more experienced individual known as a mentor.

## WHAT IS A MENTOR?

A mentor is an experienced person who provides information, advice, support, and encouragement to another person, often leading and guiding by example through his/her expertise or success. In a more general sense, a good mentor is anyone you can learn something from. Mentors serve as trusted and significant advisors, providing a sounding board for day-to-day issues encountered on the job and alternative perspectives on issues in terms of both problem identification and problem solving.

## ROLES OF MENTEE AND MENTOR

### ROLES AND RESPONSIBILITIES

#### ***Mentee Role and Responsibilities***

Mentees assume responsibility for their career direction. If a mentee is interested in the informal mentoring program, they should actively pursue the selection of a mentor on their own. The mentor relationship should be distinct from the supervisor relationship for employees or the teacher relationship for students. The role of the mentee is to be a:

- Self-directed Learner
- Initiator
- Listener/Confidant
- Partnership builder

Participants must be prepared to overcome the natural barriers that all partnerships face, such as miscommunication or uncertainty about each other's expectations. Open communication and meeting commitments (or following up when you cannot) will help with this.

The mentee's responsibilities and skills to develop are below.

| Mentee Responsibilities   | Skills to Develop   |
|---|---|
| <ul style="list-style-type: none"><li>• Be open to receiving feedback and coaching</li><li>• Take responsibility for your own professional growth and development</li><li>• Seek challenging assignments and new responsibilities</li><li>• Keep commitments agreed to with your mentor</li><li>• Renegotiate the mentoring relationship when your personal or professional needs</li><li>• Be open to change</li></ul> | <ul style="list-style-type: none"><li>• Initiative</li><li>• Listening</li><li>• Willingness to accept feedback</li><li>• Flexibility</li><li>• Dependability</li><li>• Accessibility</li></ul> |

### ***Mentor Role and Responsibilities***

The Mentor will serve as an informal adviser to mentees who choose to engage in this aspect of the Career Program. A Mentor is a senior employee (or professor/professional/role model for a student) who provides guidance, coaching and feedback in the areas of career planning and management to the mentee.

Ideally, the mentor will be aligned to the same organizational entity as their counselees. The mentor-mentee relationship is an informal/formal arrangement distinct from the supervisor-employee relationship or student teacher relationship, thereby offering the mentee another source of career guidance. A mentor may be paired with one or more mentees. The time commitment of a mentor will vary, however the anticipated time commitment could range from approximately 2-4 hours a month (per mentee) during the year.

It takes a person with diverse qualities to be an excellent mentor. Effective mentors are interested in helping others and are accessible to their mentees. Mentors often have a number of years' experience or as professionals in their field, and have a strong desire to help others develop and grow professionally.

Often a mentor is in a good position to accelerate a mentee's learning curve by sharing knowledge, experiences, or organizational insights. In many cases mentors are willing to share the outcomes of their own trials and errors to help others avoid the same pitfalls. In this way, many mentors feel they are passing on a legacy to the next generation of employees. Many mentors take pride in knowing that helping with their mentee's growth will allow them to achieve great things. Mentors further benefit by having an opportunity to sharpen their management, leadership, and interpersonal skills. These skills are honed by challenging their mentees and by offering constructive feedback. At the same time, they often learn from the mentee, seeing their own work from a new perspective.

The role of the mentor is to be a:

- Guide/Teacher
- Listener/Confidant

- Counselor/Advisor
- Encourager/Challenger
- Role Model
- Strategic Thinker
- Door Opener (as appropriate)
- Partnership builder

Participants must be prepared to overcome the natural barriers that all partnerships face, such as miscommunication or uncertainty about each other's expectations. Open communication and meeting commitments (or following up when you cannot) will help with this.

The mentor's responsibilities and skills to develop are below.

| Mentor Responsibilities  | Skills to Develop  |
|--|--|
| <ul style="list-style-type: none"> <li>• Providing ongoing career planning guidance and progression advice.</li> <li>• Understanding mentee's skill set, capabilities, priorities, and career goals.</li> <li>• Encourage the exploration of ideas and risk taking in learning</li> <li>• Provide appropriate and timely advice</li> <li>• Providing guidance on how an employee can respond to performance feedback received.</li> <li>• Help mentee to shift his/her mental context</li> <li>• Suggest appropriate skills training</li> <li>• Serve as a source of information and resources</li> <li>• Help the mentee assess his/her situation and develop a plan of action to meet the mentee's goals.</li> <li>• Focus on activities that support the purpose of the mentor program, and/or the mentee's action plan.</li> <li>• Ask for clarification if information is unclear.</li> <li>• Respect confidentiality of information shared by the mentee.</li> <li>• Serve as a confidant for work-related issues</li> </ul> | <ul style="list-style-type: none"> <li>• Coaching</li> <li>• Commitment to the development and growth of others</li> <li>• Listening</li> <li>• Guiding</li> <li>• Actively providing behavior-based feedback</li> <li>• Flexibility</li> <li>• Accessibility</li> <li>• Recognizing personal organizational insights</li> <li>• Ability to celebrate the accomplishments of others</li> </ul> |

## ELEMENTS OF AN EFFECTIVE MENTORING RELATIONSHIP

A good mentoring relationship possesses the following qualities:

- **Trust** - is a climate that results from open communication, accessibility, predictability, and respecting confidentiality. Both partners have to know that what happens within the mentoring relationship remains confidential unless both partners agree it can be shared.

- **Mutual Respect** of the unique characteristics, communication style, skills or abilities of their partner.
- **Realistic expectations** - Willingness to give and receive honest feedback is one of the most empowering tools for adult learning.
- **Self-perception and awareness** - The relationship can be an invaluable source of self-knowledge if the right climate of openness, honesty, and trust is created.
- **Commitment** - A successful partnership takes time and effort and requires the full commitment of both parties. The two-way nature of this shared commitment often results in increased self-esteem and satisfaction on the part of both partners.
- **Time** – Maintaining the mentoring bond must be viewed as an important task that should be scheduled so it is not overwhelmed by other urgent—but not always important—daily tasks. Some helpful suggestions are:
  - Set meeting times and don't change them unless absolutely necessary
  - Determine mutually convenient times to meet or call when there won't be interruptions
  - Plan activities to participate in together: meetings, brown bag lunches, etc.
  - Consider pursuing common interests that may provide a setting for meetings off the job.
  - "Check in" as frequently as possible.

## VALUE OF MENTORING

### MENTORING SAVES THE ORGANIZATION MONEY

- **Reduced turnover and recruiting costs.** Mentoring relationships can help retain talented people because they have a stronger commitment to the organization. Talent remains much less likely to leave if they feel supported in their work and made aware, for example, of new opportunities that their mentor suggests. It's not unusual for organizations to hear that their strong mentoring program attracted new talent.
- **Assistance in transferring knowledge from the retiring workforce to new workers.** Many mentoring relationships help younger employees learn from those who will retire soon. Pairing junior staff with more senior staff can reinvigorate the enthusiasm of senior employees as they transfer crucial knowledge to the next generation of workers. This reduces the loss of the tacit knowledge from seasoned veterans leaving the workforce.
- **Helping mentees learn skills and gain knowledge.** Mentoring is an excellent example of informal learning, which is the way people learn 80% of the time in the business world. A mentoring program reduces training costs due to the mentor/mentee informal

learning relationship, which often deals with content one-on-one that otherwise would be covered in a formal course. It also brings new employees up to speed quickly in those first few months of employment.

- **Assistance in career growth, building leadership capacity, and increasing bench strength.** Mentees can put their learning on a fast track with mentoring. If they're headed toward management, for example, the mentoring may focus on becoming a better leader and manager. When the mentor shares her own experiences, gives advice, and suggests readings, online courses, or other experiences to help other mentees move toward their goals, she builds her own leadership skills in the process. Enhanced bench strength in company leadership ensures successful succession planning and increases productivity.

#### MENTORS ENHANCE THEIR LEADERSHIP AND MANAGEMENT SKILLS

- **Enhancing professional growth.** Mentors hone their coaching, leadership, and communication skills as they advise their mentees, which they can in turn apply to their own day-to-day work. Some find that mentoring reenergizes them by empowering them to bring new business ideas to the table.
- **Increasing knowledge and insights about other employees.** Mentoring allows mentors to work with employees of different ages, backgrounds, values, styles of working, and professional expertise. This relationship breaks down barriers and informs mentees about other areas of the business. Mentors increase their employee network at different levels and know more about what's going on in the organization.
- **Gaining a fresh perspective on performance.** Mentors often find that they gain new insight into their job and how they are performing. When mentees ask why a mentor does things a certain way, it often causes the mentor to reexamine his advice, take a critical look at how he functions as a leader, and explore what areas he may need to adjust for improvement.
- **Helping others grow in their profession.** Mentors gain the satisfaction of sharing their experiences with others and take pleasure in seeing the results of their work. It's a boost to the mentor's morale as their mentees gain more self-confidence in their work, get the promotions they sought, or choose a career direction that the mentor suggested they explore.
- **Working to keep strong talent in the organization.** Mentors develop and retain talent by helping new employees learn about the organization and feel more a part of the culture. Mentors help employees consider how they would like to grow as a professional and suggest company programs to enroll in, new skills to develop, and career growth areas to pursue.

## MENTEES RECEIVE KEY BENEFITS

Mentees seek mentors for many reasons: They are new employees and need newcomer assistance and advice; they want to explore career options; they've set a goal within their present work they want help achieving; or they need assistance perfecting a specific skill.

- **Ongoing support and encouragement in the job.** Strong support remains key to mentoring relationships. Mentees should expect to receive straightforward yet constructive feedback from their mentors. Mentees must also trust that they can raise questions or concerns in confidence because a mentoring relationship is not a supervisory or reporting relationship.
- **Inside advice from experienced and successful employees.** Mentees who have specific goals that they want to achieve in their work can garner meaningful insights from mentors who have vast knowledge and years of experience to share. Aside from encouragement, motivation, and support, mentees gain insider perspectives into best ways to improve skills, navigate their career, and network within the organization.
- **Encouragement and challenges to achieve new goals and explore careers.** Mentors help their employees determine how to make informed choices about their careers. Ideally, they listen carefully, ask questions, and even identify skills gaps to cause the employees to think differently or more broadly about their career success factors.
- **Learning about the organization's dos and don'ts.** With mentoring, mentees acclimate to new jobs faster, particularly employees who are new to the organization. Mentors help employees meet other people who are important to know, and they may suggest social networking groups within the organization to join to become a part of the culture.
- **Establishing a presence in professional and social networks.** Mentors suggest appropriate organizations and groups that can benefit mentees professionally as well as act as a support or sounding board on work challenges. Some groups also provide more social interaction, which can help mentees achieve work/life balance.

## COOPER'S SCHOLARS – COLLEGIATE PROGRAM

- Cooper's Scholars is the key bridge between graduating students and employment.
- Cooper's Scholars is a transitional mentoring and coaching program designed around the development and management of core competencies associated with entry level jobs.
- Cooper's Scholars uses technologies such as online mentoring tools for metric driven mentoring and coaching, a learning management system for online learning and education, and a project management tool for assignment goal setting.
- Cooper's Scholars is a highly selective program. Students are invited.
- Cooper's Scholars addresses the NEEDS of student skill development, networking, career planning, competency development, and work experience for an employee-ready business graduate.
- Cooper's Scholars helps students build their profiles, networks, and work experiences through internships, virtual projects, seminars, classes, and community outreach. Cooper's Scholars integrates learning management systems, mentoring software, social networks, and skills identification technologies and assessments.
- Corporations partner with Cooper's Scholars to:
  - identify interns to hire
  - get student help on work projects
  - evaluate students (try them before they hire them)
  - build a student contingency work force
  - substantially reduce their recruitment and internship costs
  - build a pipeline to highly desirable entry level talent
  - recommend the skills they want developed
  - track the progress of projects and interns
  - build a relationship with the university.
- Cooper's Scholars focuses in six areas: (1) profile development, (2) business class, (3) skill development, (4) mentoring, (5) projects, (6) internships/jobs



## CORPORATE MENTORING PROGRAM

- The Corporate Mentoring Program is a mechanism for employee development, coaching, sharing, and knowledge transfer. Mentors and mentees are involved in formal or informal developmental partnership where employees receive information, advice, and guidance from an experienced professional, usually within the organization, who has expertise and a strong desire to help others grow in their jobs. Mentoring encompasses coaching, sharing perspectives, and transferring knowledge and wisdom to the mentee(s). Organizations can choose to have Synergy Global Resources manage the day to day mentoring or support their own internal human resources or training personnel manage the day to day program activities.
- The Corporate Mentoring Program increases motivation and productivity. Through assessments and mentoring, the program uncovers key motivational factors for employees, thus addressing current issues and resolving motivational concerns before they have had a chance to influence productivity. Research has shown that a mentoring program with a focus on skill development and competencies attainment drives productivity and moral.
- The Corporate Mentoring Program decrease turnover and increase retention. Because the program utilizes competencies development and goal attainment, tied in with skill development and internal career progression, companies will experience a reduction in turnover and an increase in retention.
- The Corporate Mentoring Program helps build a learning culture, confidence, networks, through stretch assignments, high potential identification, seminars, classes, and adding value to the culture. Corporate mentoring also integrates learning management systems, mentoring software, social networks, and skills identification technologies and assessments.
- The Corporate Mentoring Program helps identify culture gaps and supports and strengthens the culture.
- Corporations partner with Synergy Global Resources mentoring to:
  - Build a pipeline of talent
  - Increase productivity and skill development
  - Engage employees and increase moral
  - Create an effective succession plan
  - Increase the communication skills of managers
  - Lower the overall costs of recruitment
  - Identify stretch assignments and development opportunities
  - Build strong relationships between management and employees
  - Build a reserve of knowledge development tools and resources

# CORPORATE MENTORING PROCESS



## The Corporate Mentoring Program Sequence of Events

1. Develop Business Case – The first step in the process is the business case for the mentoring program. Will the program address turnover, retention, growth, poor management behavior, learning and skill development or moral?
2. Needs Assessment – Fact-Finding process to determine the knowledge, skills, abilities and competencies to be address by the program. Secondary needs are associated with group and company attributes such as motivation, moral, culture, and learning.
3. Competencies & Job Match – Competencies are matched to the jobs of the employees to be mentored.
4. Employee Identification & Assessment – Company identify the criteria of mentees in the program as well as the specific development goals of each employee.
5. Engagement Process & Software Alignment - Tasks, communications, and meetings identified in the mentoring process and a template created in the mentoring software.

6. Training & Communication/ Launch –Synergy Global Resources or company designate (HR/Trainer) will run the day to day program. Synergy trains the designate in every aspect of mentoring management over the next few months and oversees the entire operation of the program.
7. Day to Day Operations – The day to day operations of the mentoring program, including communications, mentoring sessions, administration, communications, and adjustments.
8. Evaluation & Adjustments – Dashboard report of key metrics are collected and adjustments to the structure, operations, or strategy are made.

## COOPER’S SCHOLARS MENTORING PROCESS



### The Cooper's Scholars Program Sequence of Events

1. Develop Business Case – The first step in the process is the business case for the mentoring program. Determine how the program fits in the overall students and career services.
2. Career Plan – Each student develops a career plan focus on job descriptions, knowledge, skills, abilities and competencies of their targeted job.

3. Competencies & Assessments – Competencies are matched to the targeted jobs. Students take assessments tests on personality, emotional intelligence, and general mental ability. A complete profile is developed.
4. Student Identification & Matching – Mentors and mentees are identified and matched.
5. Engagement Process & Software Alignment - Tasks, communications, and meetings are identified in the mentoring process and a template created in the mentoring software.
6. Training & Communication/ Launch – Program Manager is trained and run the day to day operations.
7. Day to Day Operations – The day to day operations of the mentoring program, including communications, mentoring sessions, administration, communications, and adjustments.
8. Evaluation & Adjustments – Dashboard report of key metrics are collected and adjustments to the structure, operations, or strategy are made.

## CRITICAL COMPONENTS OF MENTORING

Mentoring encompasses far more than the technology that supports mentoring programs. In fact, understanding the mentoring approaches requires significant upfront planning before you decide which type of mentoring best matches your organization

- **Secure executive-level support.** An executive sponsor remains key to success. This person helps evangelize the value of mentoring and assists in securing the financial commitment for the technology and a mentoring/program manager. Employees need to hear from executives and HR business process professionals or business managers that they value and support the program.
- **Plan well.** Mentoring programs range from informal to formal. Some programs zero in on a specific mentoring area like new hires, leadership, technology, diversity groups, and so on, while others provide more general employee mentoring programs like career development. You'll need mentoring software if you plan to manage mentor/mentee partnerships of 50 or more. Carefully plan the program elements including mentoring metrics and formal participant surveys.
- **Communicate to all employees the “what” and the “why” of mentoring.** Work with internal communications to spread the word about what mentoring means and the benefits for both mentee and mentor. Be aware that not all employees want to be a mentor or be mentored. This program should be voluntary, allowing people to join or exit at any time. Communicate continually about different aspects of mentoring, even after the program starts, to keep mentoring awareness high.
- **Provide upfront training for mentor and mentee.** Make sure that the goals of the program are clear, and that mentoring participants understand the basic principles and logistics of mentoring. HR professionals or business managers responsible for the mentoring program should suggest guidelines for meetings and invite an experienced mentor and mentee to talk about their experiences and recommended best practices.